

*Department of Public Safety
City of Indianapolis*



Police Morale

Team Lead: Amy Waggoner



DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204

Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

January 22, 2013

Re: **Police Morale**
Chair, Amy Waggoner

Dear Team Member:

The Department of Public Safety (DPS) has established efficiency teams to review components of DPS operations, including a review of the budget and administrative processes so that we can better serve the citizens of our community. We appreciate your willingness to participate on a team and contribute your valuable time and considerable skills to this important endeavor.

A chairperson has been assigned to each team and will be responsible for facilitating the team's goals and objectives. The team's ultimate goal will be to develop recommendations to improve morale within the Indianapolis Metropolitan Police Department.

The recommendations will be included in a final report drafted by the team, and will include a statement of the problem(s), a summary of the team's conclusions, and most importantly, the team's recommendations. The recommendations need to be concrete and measurable steps that DPS can undertake to improve operations, budget, and administrative processes.

Once the team has issued a report, the report will be sent to the appropriate departmental chief so that they will have the opportunity to review the report, respond to recommendations, and prepare a written plan that includes a timetable for implementation of the report's recommendations.

DPS strives to operate in a transparent, efficient, and effective manner in order to best serve our employees and our community. To help achieve this goal, all documentation will be made available to the public via the DPS Director's Office website.

Thank you for your assistance,

D. Troy Riggs
Public Safety Director
Department of Public Safety
City of Indianapolis



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Police Morale

Overview

The Department of Public Safety is establishing efficiency teams to review and analyze key public safety functions and processes. Approximately 25-30 teams will be set up and each team will have its own mission, goals, and objectives.

The efficiency teams will be cross-functional and will be comprised of representatives from the public, employees, labor, public boards, neighborhood associations, and the City-County Council. The overarching goal of each team will be to enhance DPS's operational efficiency and effectiveness.

Mission

The mission of the Police Morale team is to:

- Gauge the current morale level within IMPD
- Develop ways to increase morale within IMPD

Team Members

The Team will consist of twelve (12) members, as follows:

1. Amy Waggoner, Chair
2. PIO IMPD
3. IMPD Civilian
4. FOP Representative
5. Community Member
6. Black Officers Association rep
7. Community Member
8. Council Member
9. Public Safety Board member
10. Council Member
11. Commander Southeast District
12. IMPD/HS
13. Team Resource

Staff Resources

Terri Burchell, Director's Office



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General Operating Guidelines

1. After its initial meeting, the team shall meet upon the call of the chair or a majority of its members
2. The team will meet and begin its operations as soon as practical
3. General Team Timeline:
 - a. Meetings from January 28, 2013 – Early May 2013
 - b. Final report/recommendations by June 1, 2013
 - c. The timeline will be amended if the Team needs additional time to complete its work
4. Team will report final recommendations to Chief of Police and the Director of Public Safety

Powers and Duties of the Team

The Team shall review and make recommendations on ways to enhance morale within the Indianapolis Metropolitan Police Department:

1. Recommend programs, projects, and approaches that will assist with raising morale of sworn officers
2. Develop and conduct surveys of current sworn personnel
3. Research best practices used by other police jurisdictions to increase morale of sworn officers
4. Find out what IMPD currently does to reward officers and keep officers engaged
5. Work with union representatives to find ways to co-chair employee recognition options

Policy and Operating Guidelines

1. The Team Chair will call for consensus and will seek to identify common ground on policies, recommendations and issues as the team receives and processes data and information.
2. If the team cannot reach consensus on particular issues, they will be placed on a pending issues list and revisited periodically with an objective to reach a conclusion.
3. The Team Chair will do a recap and review of subject matter and policy discussion at each meeting.

Data Provided

- Emmis report

Executive Summary

Key Takeaways & Conclusions



October 2011



Smart Vision

For this project, Incite and Emmis Communications partnered with Smart Vision – a locally-based research firm. All three entities collaborated to perform seven focus groups of both internal (IMPD) and external (community leaders) to provide the accurate and reliable data on which to build a campaign.

Smart Vision, a WBE, provides research and consulting services working with both the private and public sectors – including the Indiana Association of Cities & Towns (IACT) and Indiana Association of Public Education Foundations.

Lead researcher, Leah McGrath, conducted the focus groups and prepared the results.

IMPD's Morale & Perception

- Morale is low within the IMPD from top command to the patrol officers on the street. **"Disgruntled"** is how community leaders characterized IMPD, and IMPD officers agree.
 - *"Within 10 minutes of getting to work, someone is bitching and moaning about something."* (IMPD Officer)
 - *"There seems to be a lot of changes that are not making sense... it's in disarray"* (Community Leader)
- Public perception of IMPD is negative among community leaders in this research. **"Distrust"** & **"bad public image"** are words officers use to describe the public's perception of IMPD. And, community leaders in this research agree.
 - *"It's an unknown entity to us... I don't know what their priorities are or what to expect."* (Community Leader)
 - *"They are like Caesar's army."* (Community Leader)
 - *"They (IMPD) are disliked and racist."* (Community Leader)

IMPD's Morale & Perception - Cont'd

- Both community leaders and IMPD "wish":
 - IMPD had less internal strife, more diversity and more community outreach.
 - The public understood IMPD better and heard the good stories, too.
- Both community leaders and IMPD believe:
 - Positive personal interaction can help improve community relations. Ideas for improved interactions include:
 - o Community policing mindset
 - o Consistency in officer "unit"/"zone" assignments
 - o Time (& training) for officers on how to talk with public when feeling pressure to hurry
 - o More community outreach
 - o "It's okay to smile." Stated by a community leader and a few officers.

Focus on Internal Issues First

- While officers express frustration over the way they are “treated by the media” and the “misperceptions” of the public, the primary source of frustration for officers stems from internal discontent.
- Officers believe that before the public-IMPd relationship can be improved, they first need “to get their house in order.” They feel IMPd needs to work on their internal problems, before they can work on their external relationships.
- The internal strife, today, is not about IPD vs. Sheriff’s department. Rather, it seems to be a result of a young organization, which lacks identity, consistency and confidence.
- Any campaign that is launched either internally or to the public must first be preceded by internal changes and communication, or there will be a lack of believability and credibility in the campaign by officers and by the public.

Emotional Needs Are Not Being Met for IMPD Officers, Affecting Morale

- Four emotional needs critical to personal /job satisfaction for IMPD officers were identified in this research, including needs to:

Feel not alone

- *Need is being met to some degree.*
- Idea of brotherhood
- Could be stronger with more in-person, interaction, sharing via newsletter.

Feel entrusted and supported

- *Unmet Need*
- Want to feel supported (by Chief and superiors)
- Need public support from Chief and to be entrusted as competent professionals

Feel confident and unafraid

- *Unmet Need*
- Confidence is lacking due to inconsistency and "poor" communication
- Need to understand rules & expectations.
- Need consistency.

Feel part of team, a greater purpose

- *Unmet Need*
- They want to feel "we are one!" as a department
- Need uniformity in look, voice and priorities.

Branding Approach

Reactions

- Officers and community leaders had similar reactions to the key words.
 - Most compelling key words: Dedication, Professional, Service, Protectors/Protection
 - These words embody how both community leaders and officers want IMPD to be known.
- Patrolmen who reviewed the written concepts found the following most compelling:
 - “Out of many...”
 - They viewed this as the most appropriate for both internal and external use
 - “Dedicated People, Dedicated Protectors”
 - They viewed this as more appropriate for internal use. It seemed to be inspiring for the officers, who said “*this is why we do what we do.*”

Summary and Conclusions

- IMPD wants to convey they are professional, dedicated, caring people. They want to be respected and viewed as a part of the community, not separate.
- Community leaders want to know that the officers who serve their community are dedicated, professionals who do the job for the right reasons and who respect the people they serve.
- The idea of “community” came across, even though the word was not initially listed as a key word.
- Officers want positive tone in communication. They do not want to be reminded of the adversity and troubles they face.

There is a sense that with morale so low, some people within IMPD need to be reminded why they chose this profession and what is good about it.
- Officers are aware of credibility issues both internally and externally that could arise with any campaign. Any message given needs to be attainable and believable.

High Concepts

Categories

- **Procedural**
 - Leadership & Communication Training
 - Proactive, rather than reactive steps, to improve relationships both internally and externally.
 - Addressing officers day-to-day environment and the effect it has both internally and externally.
 - Provide internal consistency to address unmet needs.
- **Leveraging Technology with Communication Concepts**
 - Internal & External
 - Providing resources necessary for IMPD to communicate and interact more effectively within the community as well as options for the community to interact with IMPD.
- **Human Capital**
 - Officer training, Morale & Proactive Policy Explanation
 - Improve the communication of IMPD both internally and externally; effecting both morale and the relationship with the community.
 - Addressing the internal mentality as it relates to job satisfaction, morale & performance.

Procedural Concepts

Consistency

- Provide consistent formats internally by having uniform talking points and media training procedures.
- Provide consistency by streamlining the number of new initiatives and task forces; if leadership creates one they should also take one away.
- Maintain consistency with officer zone assignments allowing officers to become recognizable institutions in specific neighborhoods and communities

Leadership

- Present one consistent spokesperson and leader of the IMPD. That person will make a point to attend scheduled roll calls on a consistent basis. That person will also make attempts to appear on local media in a positive capacity.

Representation

- Encourage and reward officers for taking a more active role in the community by attending local events, knowing the leadership in the neighborhood and visiting local businesses and community events.

Procedural Concepts cont.

Communication

- Create a place for consistent, formatted internal and external communications.
- Initiate a "Speaker's Bureau" in which IMPD is routinely active within the community and addressing needs. This will also create a level of comfort and recognition to the officers in their specific zones.
- Increase the amount of positive stories within local media outlets. Be noticed when doing something positive. There are ways to achieve this without "boasting" or portraying arrogance.



Leveraging Technology with Communication Concepts

Internal

Improve communication internally using technology you already have in place. Examples include:

- Video conferencing with the Chief of Police on a regular basis. Recommended timeframe would be every 2-4 weeks. This would be a pre-recorded, short message that officers will be able to access remotely via department issued computers already available. The importance of managing positive versus negative information or topics will be principal to successful implementation
- Instituting "Robo calls" to officers. These messages will come from the Chief of Police and be forwarded to officers' phones. The message will be short and concise and focus on highlighting positive stories or experiences. Recommended time frame would be calls every 6-8 weeks.
- Use technology already available to officers to relate internal department changes.
- Create a centralized list of businesses, centers and community leaders to be regularly updated and readily available to officers in specific zone assignments.

Leveraging Technology with Communication Concepts cont.

External

- "Public Works" like web page for use by external community; creating the ability for the community to have a forum with positive comments or growth opportunities.
- Create an IMPD blog focused on relationships with external groups and the community as a whole. The blog could contain background on selected officers, "Where We'll Be" events where officers will be attending, frequently asked non-emergency questions, etc.
- Create identity of department leadership by creating external media campaigns with prominent participation from the Chief of Police.

Human Capital Concepts

Proactive Policy Explanation

- Explain to officers correct action steps for a specific situation that ensure they understand the consequences. Clearly define and outline rules and communicate those internally.
- Explain the “why” behind the “what”.
- Explain the importance of being a presence in the community when in public; includes explaining how certain actions could be skewed by public perception. Examples include:
 - BP example
 - Crowd example

Training

- Train officers how to best communicate to facilitate engagement in the external community in which they serve.
- Provide resources for the officers internally for topics like “word choice” and “situational triggers”.

Morale

- Find officers who exemplify what it means to be an IMPD officer.
- Highlight a job well done in specific situations and using as a learning example.
- Consistently respond with a message when an officers integrity is being publicly questioned, creating a sense of supports and camaraderie.

Department of Public Safety
 Research Project
 Internal/External Focus Group Recap
 10/13/2011

Please rate the following from 1 to 14 in order of focus (1 = MOST focus needed, 14 = LEAST focus needed).

	Encourage and reward officers for taking a more active role in the community by attending local events, knowing the leadership in the neighborhood and visiting local businesses and community events.	Procedural
	Create a place for consistent formats for internal and external communication.	
	Initiate a "Speaker's Bureau" in which IMPD is routinely active within the community and addressing needs. This will also create a level of comfort and recognition to the officers in their specific zones.	
	Increase the amount of positive stories within local media outlets. Be noticed when doing something positive.	Leveraging Technology with Communication Concepts
	Video conferencing with the Chief of Police on a regular basis. Recommended timeframe would be every 2-4 weeks. This would be a pre-recorded, short message that officers will be able to access remotely via department issued computers already available. The importance of managing positive versus negative information or topics will be principal to successful implementation.	
	Instituting "Robo calls" to officers. These messages will come from the Chief of Police and be forwarded to officer's phones. The message will be short and concise and focus on highlighting positive stories or experiences. Recommended time frame would be calls every 6-8 weeks.	
	Create a centralized list of businesses, centers and community leaders to be regularly updated and readily available to officers in specific zone assignments.	
	"Public Works" like web page for use by external community; creating the ability for the community to have a forum with positive comments or growth opportunities.	
	Create an IMPD blog focused on relationships with external groups and the community as a whole. The blog could contain background on selected officers, "Where We'll Be" events where officers will be attending, frequently asked non-emergency questions, etc.	
	Create identity of department leadership by creating external media campaigns with prominent participation from the Chief of Police.	
	Train officers how to best communicate to facilitate engagement in the external community in which they serve.	Human Capital
	Provide resources for the officers internally for topics like "word choice" and "situational triggers".	
	Find officers who exemplify what it means to be an IMPD officer.	
	Highlight a job well done in specific situations and using as a learning example.	

Feel not alone

- Need is being met to some degree
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Department of Public Safety

Research Project

Written Concepts

10/13/2011

"Out of Many"

(We're IMPD. We're the Marion County Sheriff's Department.) We come from many backgrounds, many cultures and many areas. From many this and many that, we become one. One IMPD with many faceless officers who walk to streets every day. One IMPD that has sworn to protect and serve the citizens and the community which we are a part of.

"Dedicated People, Dedicated Protectors"

We take care of the community in ways most people cannot or will not. We are people who miss family events because we serve you. We are people who work crazy hours of the day and night. We are people who run toward gunfire when others are running away. We are men and women committing our lives to something bigger than ourselves. We defend you. IMPD – dedicated people, dedicated protectors.